

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Having a diverse, qualified workforce of a mix of new and experienced employees will help us to represent a diverse blend of work experience and backgrounds.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 1) Ensure that the State's selection practices are nondiscriminatory, 2) Actively seek a diverse workforce and 3) Apply affirmative action to correct pockets of underutilization.

FY 2009 Follow up on 2008 actions and continue to monitor.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 Robin Jenkins in the DOC Statewide Recruitment Coordinator. There is also a DOC Affirmative Action Committee, headed by Michael Savala of DOC Central Office, which has three subcommittees - Recruitment, Hiring and Retention. On the Recruitment committee is Security Lt. Margaret Gray of our facility, who has overseen the participation of our facility employees at various recruitment functions in Iowa, Nebraska, Kansas and Missouri. She has either done these recruitments alone or with a Correctional Officer (Kathy Lamb) or a Registered Nurse (Jill DeVoe).

FY 2009 Will continue for FY 2008.

The name and contact information of a primary recruitment contact for usage by DAS is:

For the Clarinda Correctional Facility it would be Margaret Gray. 712-542-5634 ext. 5668, email: margaret.gray@iowa.gov

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

In FY 2009 we estimate we will fill 15 Correctional Officer vacancies, 3 Correctional Food Service Coordinator vacancies, 2 Correctional Trades Leader vacancies, two Registered Nurse vacancies and 1 Public Service Executive 3 vacancy.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Registered Nurse

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Correctional Officer

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Registered Nurses - low pay, no signing bonus, competition from other area health care facilities, location.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

Correctional Officers

List the barriers that have been identified in recruitment of the protected classes:

Rural location, minimal access to qualified protected class applicants, language barrier for any possible Hispanic applicants.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Continue to travel to Career Fairs in state and out of state. During these encounters encourage those in under utilized/protected class's to seek employment with our facility or with the Department of Corrections in Iowa.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

Wayne State College, Wayne Ne, North Central Missouri College, Missouri, University of Nebraska/Kearney, Ne. Worplace Kansas City, Ks. Southwestern Community college, Creston, Ia. Wasburn University, Topeka, Ks. Emporia State University, Emporia, Ks. Fort Hays State University, Hays, Ks. Central Community College, Grand Island, Ne. Atlantic High School Career day., Atlantic, Ia. As well as any opportunities that may come along.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

Washburn University, Topeka, Ks. University Of Nebraska, Kearney, Ne. K-State/ Kansas Wesleyan University, Salina, Ks. Fort Hays State University, Hays, Ks. Wayne State, Wayne, Ne. Northeast Community College, Norfolk, Ne. Atlantic High School Career Day, Atlantic, Ia. Clarinda High School Career Day, Clarinda, Ia. As well as any opportunities that may come along will be attended is posible.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	On the DOC Website	No cost.	DOC Website	No cost.
Resume Search Products				
Standard News				

Print				
Specialty Trade Journals				
Radio				
TV				
Open House				
Search Firms				
Temporary Staffing				

Other (please list):

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

We have used newspaper ads in the past, but this year, due to budget restrictions, this resource was not used. We also have relied on word of mouth.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Recruitment brochures, a joint applicant contact card to be used at job fairs, a statewide database that all prisons could utilize and a recruitment video. Speaking to individuals that may have an interest in Corrections.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

We have used unpaid interns in the past.

This year applicants could apply on the DOC Webpage and apply to one specific correctional facility or apply at all institutions. The institutions were then notified by e-mail of the application and could then contact the applicant if they had a placement for them.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

Not at this time.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Once resumes are received, the applicant is notified by return mail of the DAS/HRE application process, and are informed of any current vacancy, if any, in the area they are inquiring about. A copy of the resume is sent to the supervisor of that area.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

There has been minimal hiring at our institution. Currently are in process of looking at applicants for Correctional Officer. Will continue to go to recruitment fairs.

For FY 2009, provide a timetable for those activities you plan to implement:

Continue to attend Recruitment fairs and look at other options we may have to reach applicants.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Correctional Officer, Registered Nurse, Psychologist 3

List the issues you have identified that contribute to the turnover in these classes:

Non-completion of the probationary period, not wanting to work in a prison environment, not being able to get on a shift (other than the one they are on) for many years. Our location is considered rural and this may not be a draw for those seeking opportunities when not at work. Getting good days off, being a 24/7 coverage operation.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

The supervisor of the terminating employee gives the employee the exit interview form to fill out. The terminating employee fills out the form and routes it to the Personnel Office, where the form is shared with the Institutional Superintendent.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

☒ Management team meetings/exercises

Describe how these are conducted:

Management teams review and discuss issues and concerns. Resolutions are implemented to help retain staff.

☒ *Other methods (please describe):*

Termination letters for failure to complete probationary period or fired for just cause.

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Finding qualified staff, certain jobs require certain skills. Not having those staff employed already for those positions.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

We received a directive from Director Baldwin that all vacancies in the future would be open to the public for application purposes. As above certain positions require certain job qualifications and they not already be employed so as to offer a promotion; ie: Treatment Director.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Lack of education among internal employees, lack of vacancies (employees stay after promotion), rural area.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

There is no difference noted, many do not apply for the initial job.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Pod Management has help management to be more one on one with staff. Daily contact and pod meeting.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☐ *Job satisfaction*
- ☒ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other -*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Employees are informed of promotional opportunities by the posting of all vacancies on the door of the Personnel office and other bulletin boards around campus and the posting is also found in a file in the group drawer (local intranet) that all employees have access to.

Describe any changes you plan to make around employee engagement in FY 2009:

Continue as we are and look for opportunities to improve what we do.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

Will be implementing new employee evaluations for the first 6 months of employment. The employee and employer will meet and discuss areas of concern and offer solutions.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Offer training.

☐ *Workplace accessibility (visual, physical):*

☐ *Mentoring:*

☐ *Awards and Recognition:*

Currently have quarterly awards for staff. Employee of the Quarter as well as Kudo's awards. Will look for other areas to give staff recognition.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

Diversity training was offered during the 40 hour block training for all staff.

Provide information about diversity-related training planned for FY 2009 in the text box.

Mandatory training will be provided all employees.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

The training that has been offered has helped staff better understand diversity, even in Southwest Iowa how diverse we are. Continue to help staff be aware of what diversity is and how to handle situations so as not to offend others they work with.

Describe how your managers and supervisors will be involved in diversity.

They will be involved in training and on hiring committees to make sure that diversity is handled appropriately.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

Continue with training and addressing issues as they arise.